
The Director of Central Intelligence
Washington, D.C 20505

Critical Intelligence Problems Committee

DCI/ICS 87-3709
19 February 1987

MEMORANDUM FOR: Director, Intelligence Community Staff

SUBJECT: Evaluation and the CIPC

1. You asked for some random thoughts relative to "Evaluation" and I, in turn, solicited some ideas from the staff. However, the thrust of my comments below reflects my personal bias.

2. I have gone beyond your guidance in volunteering a few general observations vis-a-vis the CIPC in general. It is intended that these thoughts will be helpful, yet they are admittedly gratuitous.

3. Evaluation:

a. We on the ICS can make a profound impact in reviewing resource utilization if unconstrained by the politics of institutional bias, and if we have the full and dynamic support of the DCI. The major complaint about past well-intended CIPC efforts is that they have white-washed issues. Conversely, where we have been on-target and incisive, we have been accused of everything from power-brokering to inaccuracies. Requirements and evaluation are, implicitly, bed-mates, so the stakes are high. Our mission dictates and presumes the enhancement of effectiveness. Past Community attempts at evaluation have been generally compromised, with a few standout exceptions. Unfortunately, the reputation of the CIPC varies with the perception of the study's value to the CIPC members and their organization.

b. We must have the cooperation and full support of the Intelligence Community, without whom our analysis will suffer and our recommendations selectively ignored. The CIPC has, in the past, served as a focal point

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for their volunteering of resources. While I understand your interest in subordinating Committee resources to a "Staff" role, there is legitimate concern that Community players will not contribute personnel resources as readily to the "ICS Staff", vice the CIPC. Admittedly, this may be surmountable; but, in the effort to smooth our ICS organizational alignment within a Deputate for Requirements and Evaluation, we may lose more than gain. The bureaucratic self-preservation instinct, admittedly, is to circle wagons around the institution (CIPC), but there is more than a casual concern here. Notwithstanding, as a minimum, we must point Community resources to an organizational entity which can develop its own personality and reputation as opposed to the "the staff." It does not, indeed, have to be the CIPC.

c. We must guard, in our finished analyses, against the traditional practice of consensus-development. Collecting "concurrence" signatures from the respective players will certainly ensure product mediocrity. Little will have been accomplished. The ICS evaluation efforts must be worked with the independence and flintiness of a crusty IG, then tossed on the table for a bloodletting. Let the chips fall where they may. As a by-product, we will hopefully be spared from the periodic "blackmail" we suffer: take my fix or I'll not approve the group effort.

*Typical
Committee
dialogue*

d. Our evaluation spectrum is unnecessarily narrow and fails to embrace some truly significant issues within the U.S. Intelligence Community. Frankly, some of these issues have not been addressed, in my opinion, for want of institutional courage. You and I discussed three "for instances" last fall:

- (1) Intelligence Interface with Congress. ✓
- (2) Community Relationships with the Media. ✓
- (3) The Role of the Lie Detector in the Intelligence Community. ✓

There are many others, of course. Yet, our tendency in the past has been to focus on problems relating to systems acquisition and those areas which may not spark controversy. Again, by example, there is presently a breakdown of mutual confidence between the Community and Congress, a deplorable state of affairs in a constitutional democracy. Can a study group address this issue? Certainly. Will it help? Perhaps ... but let's try. We tend to shy away from such undertakings.

4. Addressing just a few points relative to the CIPC staff and the Committee itself:

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a. The staff today has four (4) full-time professionals and four (4) secretaries. They are quality people. Yet, Committee members, unfamiliar with the ICS, sometimes betray their ignorance of our staff size. One person I interviewed in the Pentagon last fall thought we had thirty (30).

b. In my opinion, the small staff suffered under the leadership of an absentee chairman: E. Page. Her sixth floor duties precluded more oversight.

c. The staff will work hard and long if we can direct their efforts and give their support.

d. I have little to say about the Committee. Some principals rarely, if ever, attend; and the inputs from those who do attend have been "qualitatively neapolitan". (The military, and DIA in particular, have not been particularly distinguished in their efforts.)

e. I believe the CIPC title, as a minimum, can be dispensed with and the staff subsumed under the "Evaluation" function which, in turn, would be the second entity under "Requirements and Evaluation". The R & E Czar could presumably develop a reputation for excellence which, in turn, would focus Committee resources toward his mission objectives. If he is weak, then our task in garnering support for DIA, State, NSA, etc. becomes formidable.

5. By way of summary; we should:

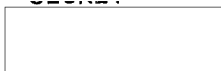
a. Accept the challenge of our mission to develop evaluation of Community efforts /capabilities without undue concern for "turf", but with the full support of the DCI.

b. Fill our PC vacancies as quickly as possible with the best people we can find, then get on with the studies.

c. Organize CIPC resources under the Deputy for R & E. Within the Evaluation branch we should divide into two subject areas: Specific (e.g., A Study of SIGINT Capabilities) and General (e.g., Intel Support to Congress.)

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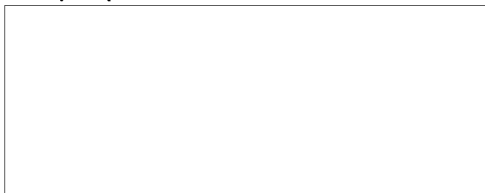


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d. The Deputy for R & E would have two Assistants, of course: one for Requirements, one for Evaluation.

6. We are, of course, looking forward to the designation of an R & E Deputy and will work towards his and your proposals.

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Acting Chairman

Si.

Sorry for delay. Some of staff were
absent, but I wanted this memo.
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Distribution: (DCI/ICS 87-3709)

Orig. - Addressee

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